Amended Advisory Board Meeting Agenda

August 19, 2026

MISSION: Cass/Pulaski Community Corrections is committed to improving the quality of life of the program participants and the community by applying effective evidence-based programs that produce positive choices, constructive behavior and accountability from the program participants, thereby reducing their criminal actions.

VISION: To beat all aspects of recidivism.

Info	**In-Person & Videoconferencing**	*Wegner*

Board Members have the option of attending in person in the Bicentennial Room of the Cass County Government Building or by utilizing video conferencing to attend via Lifesize. To call into the meeting, please use the extension, 13476964 or click directly on this link https://call.lifesize.com/otherways/13476964 to join the meeting and enter the passcode 1234.

If you have questions or assistance please call Hillary, at 574-516-7064, and she will walk you through the process.

Click here to download the Lifesize App on your desktop, laptop, tablet, or phone.
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If you have problems connecting into the meeting please call my cell phone: 1-574-355-6328. I'll try to conference you in on that line.

	Call to order	*Muehlhausen*
	Roll Call	*Wegner*
Action	**Consent Agenda** **Meeting Minutes – July 8, 2026**	*Wegner*
Action	**Executive Director Report** 2026 2nd Quarter Financial Report 2026 2nd Quarter Statistical Report	*Wegner*

The financial report for the quarter ending June 30, 2026 is attached. As of June 30, 2026, the department holds cash balances in the following accounts:

363 IDOC Grant	$133,045.80
312 Home Detention	$329,451.39
370 Project Income	$29,688.77
371 Project Income	$390,256.82
397 CTP	$265,385.53
CPCC WR General Fund (Bank)	N/A

This quarter resulted in a project income decrease of $53,962.02 for an account balance of $1,014,782.51

Note: Said amount does not include IDOC Grant Funds or the Work Release General Fund.

Info **Quality Assurance Report** *Hartoin*

As part of the department's ongoing Continuous Quality Improvement (CQI) efforts, implementation of the Justice System Partners (JSP) Journeys AI Notetaker and Coaching Certification Program began in June 2026. The initiative is designed to strengthen evidence-based supervision practices, improve consistency in case management, enhance staff coaching and quality assurance, and reduce administrative workload while supporting improved client outcomes. Beginning August 1st , the department established an expectation that at least 90% of client interactions be entered into the Journeys AI Notetaker, allowing supervisory staff to more consistently evaluate documentation quality, fidelity to evidence-based practices, and opportunities for individualized staff coaching

Quality assurance monitoring also continues to include review of program violations and supervision outcomes. The August report reflected 8 clients returned to the Cass or Pulaski County Jail on alleged program violations. Since completion of the monthly report, three additional violations have occurred within the past week. These recent violations will be reviewed individually to identify contributing factors, supervision responses, documentation quality, and whether opportunities existed for earlier intervention. The purpose of this review is not simply to count violations, but to identify trends and determine whether adjustments to case planning, contact strategies, behavioral interventions, or staff coaching may improve supervision outcomes.

Moving forward, data generated through the Journeys AI Notetaker will be incorporated into the department's broader quality assurance process alongside established performance measures, including violation, safety, completion, and drug-screen positivity rates. The August report currently identifies a 22% violation rate, 93% safety rate, 78% completion rate, and 10% drug-screen positivity rate. These measures, combined with review of recorded client interactions and the three recent violations, will allow the department to move beyond simple compliance monitoring toward a more meaningful CQI process focused on practice fidelity, early identification **of supervision concerns, targeted coaching, and measurable improvement in client outcomes**.

Info/Action **PREA Update** *Wegner*

The following is an update on the department's PREA practices:

- This past quarter the Department investigated zero (0) PREA incidents.

Info/Action **CPCC Personnel Report** *Wegner*

Resignations/Dismissals

This past quarter the following personnel resigned or have been dismissed from the Department.

- Jesse Medina – Full Time Correctional Officer

New Hires

The following have been recent new hires of the Department.

- Jesses Medina – Part Time Correctional Officer
- John Hatton – Part Time Correctional Officer/Water Crew

The agency is struggling to maintain appropriate staffing levels. While the work release program's hybrid model requires 15 to 16 full-time officers to operate effectively, it currently relies on six full-time officers (with one position approved but unfilled) and 13 part-time officers. Furthermore, summer work crew obligations have increased our operational demands, and finding applicants to fill these open positions remains a significant challenge.

Info/Action **CY2027 Grants Awards** *Hartoin*

The CY2027 Indiana Department of Correction (IDOC) Community Corrections grant award announcements have been released. Cass County Community Corrections received a $118,582 reduction in funding within the Work Release grant allocation. No funding reductions were made to the Home Detention grant.
Director Wegner will provide an overview of the funding changes, discuss the anticipated operational impacts of the Work Release reduction, and present the agency's strategic plan for maintaining services while addressing the budget shortfall. The IDOC provided the following statement regarding funding reductions:

> *"As part of the grant review process, the Indiana Department of Correction collaborates closely with the Indiana Office of Court Services (IOCS) to ensure funding decisions are aligned with need, impact, and program effectiveness across the state. Our funding decisions incorporate several additional considerations, including but not limited to:*
> 1. *Use and implementation of evidence-based practices*
> 2. *Number of felony participants served*
> 3. *Target populations*
> 4. *Number of felony diversions from the department*
> 5. *Program performance, capacity, and demonstrated outcomes*
> 6. *Community Corrections Advisory Board prioritization and recommendations*
> 7. *Funding formula indicated amounts*
> 8. *Unique county level circumstances or emerging needs"*

Entity	Award
Community Corrections	$ 671,956
Community Supervision	$ 407,485
Residential/Work Release	$ 264,471
Drug Court	$
Mental Health Court	$
Veterans Court	$
Reentry Court	$
Alcohol & Drug Program	$
Probation	$
Pretrial Services	$
Prosecutor's Diversion	$
Jail Treatment	$
Total Advisory Board Award	$ 671,956

Info/Action **Agency Fee Schedule Review and Proposed Policy Update** *Wegner*

Per discussion at the last Advisory Board meeting, the agency's fee schedule policy has been updated to incorporate the proposed wage-based fee structure discussed by the Board. The proposed revisions are intended to respond to reductions in grant funding and the agency's current fiscal conditions while balancing the financial sustainability of Community Corrections with the need to ensure participant fees remain reasonable and do not create unnecessary barriers to successful program participation, treatment engagement, or case completion. The agency's current 68% fee collection rate was also considered as part of the review.

Consistent with the recommendation presented by Judge Lisa Swaim, the updated policy provides that employed participants accepted into Community Corrections will be required to complete a wage withholding authorization upon admission to assist with the collection of program fees. The updated policy also establishes a wage-based sliding fee schedule under which a participant's daily program fee corresponds to their hourly wage, subject to established minimum and maximum rates. Under the proposed schedule, Home Detention participants would pay a daily fee equal to their hourly wage, with a minimum of $11 per day and a maximum of $25 per day. Work

Release participants would pay a daily fee equal to their hourly wage, with a minimum of $16 per day and a maximum of $30 per day. The existing $10 weekly Work Release laundry fee would remain in effect, and existing indigent and disability rates would remain unchanged.

The revised fee schedule has been incorporated into the attached updated agency policy for Advisory Board consideration. At the upcoming meeting, the Board will have an opportunity to review and discuss the proposed policy and fee schedule, address any additional questions or recommended revisions, and formally vote on whether to approve and implement the updated policy.

Info/Action **Proposed Income Withholding Order** *Wegner*

As part of the agency's efforts to improve fee collection and strengthen the financial sustainability of Community Corrections, the Advisory Board will consider the implementation of an Income Withholding Order for employed program participants. This proposal is intended to provide a more consistent and reliable method for collecting court-ordered and program-related Community Corrections fees while reducing the administrative burden associated with monitoring and collecting individual participant payments.

Under the proposed process, eligible employed participants would be required to complete the necessary authorization and income withholding documentation as a condition of participation in Community Corrections. The withholding process would allow the appropriate amount to be deducted directly from the participant's wages and remitted toward their Community Corrections financial obligations. The process would be coordinated with the agency's proposed wage-based fee schedule and would include appropriate procedures for implementation, employer notification, changes in employment, and circumstances in which withholding may not be available or appropriate.

The proposed Income Withholding Order and related procedures are being presented to the Advisory Board for review, discussion, and approval. The Board should consider whether the proposed process provides an appropriate mechanism for improving the agency's current fee collection rate while maintaining reasonable safeguards for participants and supporting successful program completion. Following discussion and any recommended revisions, the Board will be asked to formally vote on approval and implementation of the Income Withholding Order process.

Info/Action **2027 Budget and Forecast** *Wegner*

Financial Overview and Revenue Offset
Cass/Pulaski Community Corrections (CPCC) maintains annual operating expenses of $1.8–$2 million, increasing at an average of 3% per year. These costs are offset by approximately $1.85 million in revenue drawn from three primary sources: an Indiana Department of Correction (IDOC) Community Corrections Grant (projected at $700,000), program income ($800,000), and local support through the County General Fund ($350,000).

Current Fiscal Status and Funding Request
CPCC is deeply grateful for the $250,000 allocation of local county funding in 2025 to cover employee health insurance costs — a decision that directly enabled the agency to achieve a balanced budget and continue delivering uninterrupted services to the community. This investment by county leadership was not taken for granted; it represented a meaningful commitment to public safety and the individuals CPCC serves, and its impact has been felt across every level of agency operations.

However, that hard-won stability is now at risk. Statewide reductions to the IDOC Community Corrections Grant are expected to result in a funding loss of approximately $100,000 for CPCC. In response, CPCC respectfully requests consideration for supplemental funding — whether in the current fiscal year or in the near term — to offset this anticipated shortfall. The agency remains committed to responsible stewardship of every dollar entrusted to it and will continue pursuing every available avenue to minimize the burden placed on local funding partners.

Personnel & Workforce Stabilization Initiative

CPCC is actively evaluating compensation and staffing restructuring to ensure long-term operational continuity and facility security.

Case Manager Compensation Alignment CPCC's primary compensation objective is to align Case Manager salaries with the state Probation Officer pay scale. This adjustment is estimated to represent an ongoing annual budget impact of $10,000–$40,000.

Correctional Officer Workforce Transition To reduce costly turnover and improve operational performance, CPCC is seeking to transition from its current hybrid staffing model to a fully permanent workforce. This includes aligning full-time officer compensation with the Cass County Jail pay standard.
Currently, CPCC relies on 6 full-time and 12-14 part-time officers to cover approximately 600 weekly operational hours. The proposed model calls for a roster of 15–16 permanent, full-time officers, requiring the hiring of approximately 10 new full-time positions.

Cost Component	Amount
Gross cost (10 new FTEs at $50K salary + $30K benefits)	$800,000
Offset from reallocated part-time budget	($250,000)
Net new funding request	**$550,000**

While immediate implementation may not be fiscally feasible, CPCC is committed to incorporating this initiative into its long-term strategic plan. This investment is essential to stabilize operations, reduce vacancy risk, and protect community safety.

2027 Sustainability Plan

Current Financial Trends & Challenges
CPCC maintains a strong fiscal safety net, with emergency reserves representing 50–70% of its annual budget — built entirely from program income. These reserves are estimated to sustain uninterrupted operations for 6–12 months in the event of a complete funding loss, or 1–2 years if revenues decline at historical rates.
Despite this buffer, the agency faces a structural financial imbalance. Revenue streams have remained largely stagnant — comprising 42% grants, 42% program income, and 16% local support — while expenditures continue to climb at 3–5% annually. This trajectory is driven by operational inflation and the salary adjustments of 3–8% necessary to recruit and retain qualified case management and correctional staff. The anticipated $100,000 reduction in IDOC grant funding for 2027 further compounds this structural deficit.

Implemented Cost-Containment & Revenue Measures
Over the past several years, CPCC has pursued both expenditure reductions and revenue enhancements to restore fiscal balance:

- **Cost Reductions:** Eliminated a full-time case manager position through attrition (retirement), delayed replacement of a full-time correctional officer, and renegotiated vendor contracts.
- **Revenue Stabilization:** Maintained optimal program income rates and met established revenue targets.
- **Strategic Partnerships:** Collaborated with Cass County Court Services to access Indiana Office of Court Services grant funding, sustaining high-quality, in-house therapeutic programming that supports client engagement and successful program completion.

Stabilization Efforts & Remaining Deficit
Having exhausted all available internal cost-reduction measures by 2025, CPCC worked with the Cass County Commissioners and County Council to address the remaining deficit. The resulting decision to absorb employee health insurance costs into the county budget reduced CPCC's operating expenses by approximately $250,000, providing critical relief.

However, the underlying structural deficit persists. Expenditures continue to outpace revenues, grant funding has failed to keep pace with inflation, and the projected $100,000 IDOC funding reduction further widens the gap.

Future Outlook and Contingency Planning
CPCC will aggressively pursue alternative funding streams to offset projected grant losses. In the absence of supplemental revenue, the agency will draw on its program income reserves to sustain operations. While these reserves offer a meaningful runway of approximately 1–2 years during a significant funding crisis, this approach is not sustainable long-term. As reserves approach critical levels, CPCC will face difficult decisions regarding service reductions or program eliminations — outcomes that would directly impact community safety and the populations CPCC serves.

Strategic Partnerships
Collaborated with Cass County Court Services to access Indiana Office of Court Services grant funding, sustaining high-quality, in-house therapeutic programming that supports client engagement and successful program completion. This partnership has been instrumental in maintaining the agency's Therapeutic Services Division, which represents approximately 8% of total agency expenditures. By leveraging external grant support rather than absorbing these costs internally, CPCC has been able to protect core operational funding while continuing to deliver evidence-based programming that directly contributes to positive client outcomes and reduced recidivism.

Summary
Cass/Pulaski Community Corrections enters 2027 from a position of measured stability — but not without significant risk. Through disciplined fiscal management, strategic cost reductions, and the critical support of county leadership, the agency has maintained balanced operations and preserved essential community safety services. However, stagnant revenues, rising operational costs, and an anticipated $100,000 reduction in state grant funding create a structural deficit that cannot be resolved through internal measures alone. CPCC respectfully calls upon its stakeholders and funding partners to consider the requests outlined in this report — including supplemental grant replacement funding and a pathway toward workforce stabilization — as investments not only in this agency, but in the safety, rehabilitation, and long-term well-being of the communities and individuals we serve.

Other Business

If anyone wishes to bring up a topic that is not on the agenda please feel free to do so.

Board Comments
Adjourn

Upcoming Meetings/Events

October 21, 2026	**3:30 p.m.**	**CPCC Advisory Board Meeting**	**Cass County Government Building** **200 Court Park** **Bicentennial Room**

Respectfully submitted,

/s/Hillary L. Hartoin
Hillary Hartoin
Court Services Director
Secretary, Cass/Pulaski Community Correction Advisory Board